

## DRAFT FINAL ASSESSMENT REPORT

### Institutional Quality Assurance Program (IQAP) Review

#### Peace Studies

**Date of Review: November 19 - 20, 2018**

*In accordance with the University Institutional Quality Assurance Process (IQAP), this final assessment report provides a synthesis of the external evaluation and the internal response and assessments of the undergraduate and graduate programs delivered by the Peace Studies Program. This report identifies the significant strengths of the programs, together with opportunities for program improvement and enhancement, and it sets out and prioritizes the recommendations that have been selected for implementation.*

*The report includes an Implementation Plan that identifies who will be responsible for approving the recommendations set out in the Final Assessment Report; who will be responsible for providing any resources entailed by those recommendations; any changes in organization, policy or governance that will be necessary to meet the recommendations and who will be responsible for acting on those recommendations; and timelines for acting on and monitoring the implementation of those recommendations.*

#### **Executive Summary of the Review**

In accordance with the Institutional Quality Assurance Process (IQAP), the Peace Studies Program submitted a self-study in October 2018 to the Vice-Provost, Faculty to initiate the cyclical program review of the undergraduate programs. The approved self-study presented program descriptions, learning outcomes, and analyses of data provided by the Office of Institutional Research and Analysis. Appendices to the self-studies contained all course outlines associated with the program and the CVs for each full-time member in the department.

Two arm's length external reviewers, one from British Columbia, one from Boston, USA and one internal reviewer were endorsed by the Dean, Faculty of Humanities and selected by the Vice-Provost, Faculty. The review team reviewed the self-study documentation and then conducted a site visit to McMaster University on November 19-20, 2018. The visit included interviews with the Provost and Vice-President (Academic); Vice-Provost, Faculty, Dean, Faculty of Humanities, Associate Dean (Academic), Director of the program and meetings with groups of current students, full-time faculty and support staff.

The Director of the program and the Dean of the Faculty of Humanities submitted responses to the Reviewers' Report (February 2019/June 2020). Specific recommendations were discussed and clarifications and corrections were presented. Follow-up actions and timelines were included.

The reviewers’ report highlighted the strengths and potential of the program, as well as provided recommendations and suggestions for areas of improvement.

**Strengths**

The program strengths highlighted included:

- the program’s curriculum is well-formulated, and its learning outcomes appear to have been reached at the global level.
- the student experience for Peace Studies seem to be “quite positive” and the program is “well-liked by its undergraduate major and minors.”
- the Faculty is “clearly committed to the program success” and “showed a degree of passion for it which was admirable given how few resources they have to work with”

**Areas for Enhancement or Improvement**

The areas for improvement are largely reflected in the recommendations listed below, but included:

- An increase the number of full-time faculty to provide the program with identity and stability.
- A “large injection of financial resources to develop the program.”
- Improvement in the marketing of the program inside and outside the university.
- Rebranding the program to make it more relevant to the needs of students and faculty.
- Implementation of faculty cross-appointment.
- Providing more information about the program to students.
- Agreement on where the Program is situated.

**Summary of the Reviewers’ Recommendations with the Department’s and Dean’s Responses**

**Implementation Plan**

Recommendation	Proposed Follow-Up	Responsibility for Leading Follow-Up	Timeline for Addressing Recommendation
<p><i>Full Time Faculty:</i> “There clearly needs to be an increase in the number of full-time faculty to complement the sessional faculty. This would provide continuity and the opportunity for faculty to have a real stake in the program, its existence and survival” (...). “There needs to be at least 2 full time faculty to work on the program. This would not</p>	<p>We welcome the reviewer’s recommendations and we recognize that the lack of full-time faculty and over-reliance on sessional instructors is a key shortcoming of our program. We agree with these observations and support their conclusion that the <b>program needs at least 2 full time faculty</b>. Without additional faculty, the</p>	<p>Director of Peace Studies Dean of Humanities</p>	<p>September 2019: (Contingent on resources availability)</p>

<p>necessarily require a huge amount if these faculty were hired at the assistant professor level. The continuity and consistency of this would be crucial though to the maintenance and continued existence of the program” (...) “There is, of course, as has already been noted, a serious shortage of full-time faculty... This has been a common trend through the review.”</p>	<p>program cannot achieve its potential, and many of the improvements and enhancements actions will be limited. The Program of Peace will request the Faculty of Humanities to hiring of at least 2 full-time faculty (long term) and 2 contractually Limited Faculty (short term), to teach introductory and advanced courses in conflict transformation, sustainability, international law and international security as suggested by the reviewers. These new faculty will contribute in the short term to consolidate the program, performed currently under-resourced activities in teaching, administration, and marketing. A long- term strategic vision of the program is to transform Peace Studies into a stand-alone undergraduate department, and ultimately, to develop an interdisciplinary graduate program. We hope that with the hiring of new faculty and the injection of resources, we would be able to perform such a mission.</p>		
<p><i>Resources:</i> “There is no doubt that programs in Peace and conflict studies are growing. We would suggest a large injection of financial resources is required to develop the program and promote it</p>	<p>We welcome the reviewer’s suggestions and their optimism about the potential of growth of our program. We will submit a plan to the Dean of Humanities requesting funds to produce</p>	<p>Director of Peace Studies Dean of Humanities</p>	<p>May 2019: Submit promotional plan to the Dean  September 2019: Implement plan</p>

<p>across Canada and internationally.” (...) “One problem is the Program’s overall... lack of resources to develop and promote and identity” (...) “The program suffers grammatically from underinvestment”</p>	<p>program-specific promotional materials to advertise our program at student recruitment fairs. The promotional materials will also be distributed to High School guidance counsellors.</p>		
<p><i>Academic Home:</i> “There needs to be some agreement on where the Program is situated. If it could be situated in the social sciences program this might make more sense. It would provide the program with a stronger sense of identity.”</p>	<p>We welcome the reviewer’s suggestions, but no further action will be taken now for the considerations outlined above. We welcome re-opening discussions about transforming Peace Studies into a joint Humanities and Social Science if there is interest from the Faculties Social Sciences.</p>	<p>N/A</p>	<p>N/A</p>
<p><i>Marketing Plan:</i> “The marketing of the program is very poor. We saw little attempt to actively market inside or outside the university. We were given a fairly standard brochure, that had relatively little creativity, but there are no apparent plans for how to make Peace Studies more broadly known. ...this would require some re-definition of the program perhaps along the lines of renaming it (Peace and Conflict studies might be an idea). It needs rebranding in one way or another”</p>	<p>We recognize the need to improve our marketing strategies inside and outside the University. In the short term, the Peace Studies Program will request to Dean of Humanities to: 1. Design and create dissemination marketing products targeted to specific audiences. 2. Provide funding to support the participation of Peace Studies faculties in academic fairs and visits to secondary institutions in our catchment area. 3. Create a bi-annual newsletter to promote news about the activities and research of the</p>	<p>Director of Peace Studies Dean of Humanities</p>	<p>May-June: Consult with faculty and students on marketing and promotional plan</p> <p>September 2019: Implement marketing plan</p>

	<p>Program and Center of Peace Studies. The inclusion of new full-time faculty member will facilitate the realization of these activities.</p>		
<p><i>Rebranding:</i> “Rebranding of the program to make it more relevant to needs of students and faculty.... “The program needs to be rebranded to keep up with changing times. Perhaps Peace and Conflict Studies might be used. Whatever is used needs to reflect the content and curriculum. Students are attracted to programs because of their name etc., but the content must match up.”</p>	<p>We welcome and accept the reviewer’s suggestions concerning the rebranding of the Program. The question of rebranding the Program was raised as part of this self-study as one strategy to enhance the program’s visibility. This is in line with the reviewer’s suggestions. Based on the reviewer’s recommendations, the Director will initiate the formal process to change the name of the program to “Peace and Conflict Studies” to better effect our current curriculum. A formal request to the Curriculum Committee, the first step of this process, will be submitted by October 2019.</p>	<p>Director of Peace Studies</p>	<p>October 2019: Submit request for program name change to Faculty Curriculum Committee</p> <p>September 2020: Implement program name change</p>
<p><i>Curricular Matters:</i> “There needs to be program level outcomes than can be matched to learning outcomes across the board for each of the courses in Peace Studies. This is so we can assess whether these are being met and there is consistency between these.” (...) “Greater emphasis on skills used in the field and how to</p>	<p>We welcome and accept the reviewers’ recommendation for specific curriculum revision to align the program. The Director will work with instructors to better align degree Level Expectations (DLE) with Program Learning Outcomes (PLO) with emphasis on practical peacebuilding and conflict resolution skills</p>	<p>Director of Peace Studies</p>	<p>Ongoing: Director will work with instructors to match course learning outcomes with overall program learning outcomes</p> <p>September 2020: Revise program learning outcomes</p>

<p>resolve conflicts and create peaceful outcomes, support peacebuilding etc.” (...) “This should see a reworking to stress the new threats and dangers to domestic and international peace, such as terrorism for instance, ethno-political violence and failed states among others...”</p>	<p>used in the field as recommended by the reviewers. Instructors will also be encouraged to work with the McPherson Institute on course resign and re-design. The hiring of full-time faculty will enhance this process as they will be involved in program curriculum development and provide new opportunities of growth. In addition, we will request hiring faculty with teaching and research interest in international security, as suggested by the reviewers.</p>		
<p><i>Student Information and Support:</i> “There needs to be a systematic and student-focused look at calendar copy, counseling and course availability for students in the program. Cohort building needs to be approached thoughtfully for this highly motivated group of students. The calendar copy for the experiential course needs a supplementary website giving practical details on how students can arrange a volunteer practicum experience.” (...) “It is clear from the students’ comments that when they tried to organize certain things they had little support to do so.”</p>	<p>We recognize the need to provide more information to Peace Studies students. We will implement some the reviewers’ suggestion by September 2019. We will provide clearer and more student-focused information in our website and calendar, particularly for experiential courses. Furthermore, we have put in place some additional strategies to provide more information and support to our students, including: 1. Supporting the Peace and Conflict Studies Association (PACS) as a way to connect students, strengthen the sense of identity and promote student initiatives. 2. Organizing regular meetings between Faculty and Students - “Meet the Profs” events,</p>	<p>Director of Peace Studies</p>	<p>September 2019</p>

	<p>and a general meeting with peace studies students to hear their concerns, suggestions and questions. The appointment of full-time faculty members will provide new opportunities to improve communications with students. We plan to appoint a dedicated undergraduate Student Advisor responsible for curricular and career-oriented counselling to Peace Studies students and organising a bi-weekly Lecture Series.</p>		
<p><i>Shared Space:</i> “Another problem identified is that there is no shared space for Peace Studies students. It was noted that graduate TA’s typically use the space of the office of their home department, but undergraduates have nowhere to go. This creates a problem in a program that claims activism is a major part of the educational experience. It also means that there is no real physical space around which to create an identity.”</p>	<p>We acknowledge the need of a shared space for Peace Studies Undergraduate Program. The Director of Peace Studies will work with the Dean to find suitable shared space for Peace Studies Teaching Assistants and students “around which to create an identity” and to perform institutional activities noted above, including the bi-weekly Lecture Series and cohort-building events.</p>	<p>Director of Peace Studies Dean of Humanities</p>	<p>September 2019 (Contingent on resources availability)</p>
<p><i>TA’s:</i> “Both students and sessionals indicated dissatisfaction with having TA’s from other departments. The students felt that the TA’s marking them had less</p>	<p>We recognize that the unavailability of TA’s from our field might be an obstacle for students and instructors. As a provisional measure, a training document will be</p>	<p>Director of Peace Studies</p>	<p>April-May: Director consults with McPherson Institute on TA training workshop</p>

<p>knowledge of the material. The sessionals found that TA's needed to use their hours of work on developing their knowledge, leaving few hours for actual marking."</p>	<p>prepared to aid new TA's to transition to Peace Studies. The Director will also work with the McPherson Institute to organise training workshops for TAs. Since Peace Studies does not have a graduate program, we will continue to rely on TA's from other departments. With the inclusion of new faculty and the growth of the program, we expect in the long term to have our own graduate program from which we can recruit specialized Peace Studies TA's for our courses.</p>		<p>September 2019: Implement TA training Workshop</p>
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**Dean's Response, Faculty of Humanities:**

Humanities' Peace Studies undergraduate program was reviewed in late 2018. The acting director, Dr. Bonny Ibhawoh submitted his response to the review in the spring of 2019. The outgoing dean, Dr. Ken Cruikshank, did not provide comment before leaving office on June 30, 2019. On July 1, 2020 I began my term as dean, and Dr. Chandrima Chakraborty began her term as Peace Studies Director. During the 2019-2020 academic year, Dr. Chakraborty and I have had several conversations about Peace Studies' future. This statement reflects the year's developments as well as provides commentary on the IQAP review and program response.

The reviewers noted that despite the lack of resources that have been invested in Peace Studies, the individual faculty members and the program's students remain committed to the program. That has remained the case since the IQAP review. Dr. Ibhawoh continues to be a committed advocate, and Dr Chakraborty has brought a renewed energy to the program. I wish to thank them both for their efforts.

Knowing that multiple tenure track hires are unlikely in Peace Studies, given the small number of program students and competing needs elsewhere, Dr. Chakraborty has decided to invest her time in a rethinking/rebranding of Peace Studies as a Humanities-based social justice program. As she knows, I support this direction. I believe an updated name would have greater purchase among today's students and provide more opportunities for expanding faculty involvement. We have many faculty members who currently teach and research in areas connected to social justice (critical race studies,



decolonization, community-engaged research, gender and class inequalities, environment and animal studies, Indigenous research, and medical humanities among others).

Dr Chakraborty has already mobilized others in the Faculty to explore changes, including, chiefly, Dr. Christine Quail, Acting Director of the Gender Studies and Feminist Research MA. I have offered money to hire an RA (summer/fall 2020) to assist them in their work: researching comparator programs, surveying students, liaising with MacPherson Institute about curricular reform, and more.

Dr. Chakraborty and I were also engaged in 2019/20 in the search for the next Hope Chair in Peace and Health. We had a very good search and have identified 4 possible candidates who could help guide these program changes, bring greater profile to the program at Mac (particularly in FHS) and in the Hamilton community, and provide some stability to the program as a permanent Peace St contributor. The pandemic has temporarily delayed the completion of the search, as the committee hopes to meet the finalists in the fall. If this is not at all possible, we will proceed virtually.

A third development this year was the physical move of Peace Studies to the 6<sup>th</sup> floor of CNH. Shifting the administrative support staff model did not go as smoothly as I had hoped, and I will admit that the difficulties encountered slowed Dr. Chakraborty's progress. However, I am optimistic that the new Peace Studies location, alongside the new Centre for Human Rights and Restorative Justice, will allow for joint programming (speakers, and other activities) and a greater sense of 'home' for the students. GSFR is also being relocated to CNH, and a joint lounge for both programs' students will be established. I believe that this location might solve some of the issues identified by the reviewers. While Dr. Chakraborty and I have had initial conversations with our colleagues and counterparts in FSS, I agree with Dr. Ibhawoh that at this moment a move to Social Science is not on the table.

2019-20 was a challenging year for Humanities. A new dean, two new associate deans, an acting Director of Administration and four new program directors and department chairs meant that there was a lot of learning to be done, but the groundwork has been set for some progress on the long-standing challenges plaguing Peace Studies. I look forward to continuing this work in 2020-21.

### **Quality Assurance Committee Recommendation:**

McMaster's Quality Assurance Committee (QAC) reviewed the above documentation and the committee recommends that the program should follow the regular course of action with a progress report and subsequent full external cyclical review to be conducted no later than 8 years after the start of the last review.